CITY OF BLACK DIAMOND

March 21, 2024, Special Meeting Agenda
Council Chambers, 25510 Lawson Street, Black Diamond, WA 98010

THIS IS OFFERED AS A HYBRID MEETING AND MAY BE ATTENDED IN PERSON AT THE ABOVE NOTED ADDRESS OR BY JOINING VIRTUAL/TELEPHONICALLY. CALL IN AND JOINING INFORMATION FOLLOWS:

Zoom link to join meeting:
https://zoom.us/j/4454477047?pwd=eGxRY3ZEeU14SVM2cGRBcUxCSjdmZz09
(Note: You do not need a web cam to join the meeting, but you will need audio to hear the proceedings.)
Meeting ID: 445 447 7047
Password: Council

Telephone dial in options:
+1 253 215 8782 US (Tacoma)
+1 206 337 9723 US (Seattle)
Meeting ID: 445 447 7047
Password:426953 (phone in only)

6:00 P.M. – CALL TO ORDER, FLAG SALUTE, ROLL CALL

WORK SESSION:

1) **Administration Recommendation Regarding Potential Levy Lid Lift** – Mr. Mason

ADJOURNMENT

City of Black Diamond

Levy Lid Lift Recommendations

Content

- Introduction
- Recommended Level of Service
- Recommended Levy Lid Lift Amount
- Recommended usage of Levy Lid Lift Funds (Ballot Title)
- Recommended Type of Fire Service
- Recommended Plan of Action
- Appendix

Introduction

The cost of fire services is likely to significantly increase, after our contract with MVFD expires.

After several work-sessions, discussions, and analysis with FCS, it is fair to say that a levy lid lift is the agreed upon route to help pay for these increased costs.

The purpose of this presentation is to present to City Council a recommendation, from the Administration.

Introduction (continued)

On April 27th, 2010, residents of Black Diamond voted to approve a levy lid lift via special election 55%/45%.

The lift increased the City's property tax levy from $1.78 to $2.57. The funds were used exclusively for public safety services such as: police, fire, court and emergency services.

Our property tax levy is now $1.44, lower than what it was when our last levy lid lift took place.

With expenses increasing at a rate higher than the 1% property tax annual increase, costs are outpacing our ability to fund these services.

Introduction (continued)

At our current levy rate, $1.44, we are subsidizing the costs of public safety services from the general fund balance.

The Levy Lid Lift would enable the City of Black Diamond to **maintain** our current levels of public safety.

Additionally, it is expected that our costs for Fire Services will jump significantly in 2028 upon the expiration of our current contract.

Furthermore, the demand for these services, and the personnel required to perform them, will continue to grow as our City grows.

Recommendations

The appropriate amount to levy is dependent upon our objectives, intended level of service, expected growth, and its practicality of being approved by voters.

This section of the presentation summarizes the Administration’s Recommendation.

Operational Objectives

- The Safety of Black Diamond residents
  - Improve response times for first responders
  - Improve emergency response coverage
  - Improve staffing, to meet the growing demand of emergency services
  - Improve staffing, to ensure the safety of first responders
- The City of Black Diamond remains fiscally sustainable.
- The City maximizes control over costs and levels of service while reducing exposure to operational risk.

Our goal is for Black Diamond to be better tomorrow, than it is today.

Recommended Level of Service for Fire

Contracted Fire Services with 1 station and 3 FTEs

Recommended Level of Service for Fire

<u>Type of Fire Service</u>

- Internal Fire Department
- ✓ Contract with a Fire District
- Status Quo, MVFD
- Annexation into MVFD

<u>Number of Operating Stations</u>

- One operating station.
- Two operating stations.
- ✓ One operating station, and as resources become available operate from two stations.

<u>Level of Service</u>

- Two FTEs
- ✓ Three FTEs
- Four FTEs

Recommended Levy Lid Lift Amount

For Contracted Fire Services with 1 station and 3 FTEs

Recommended Levy Lid Lift Amount(s)

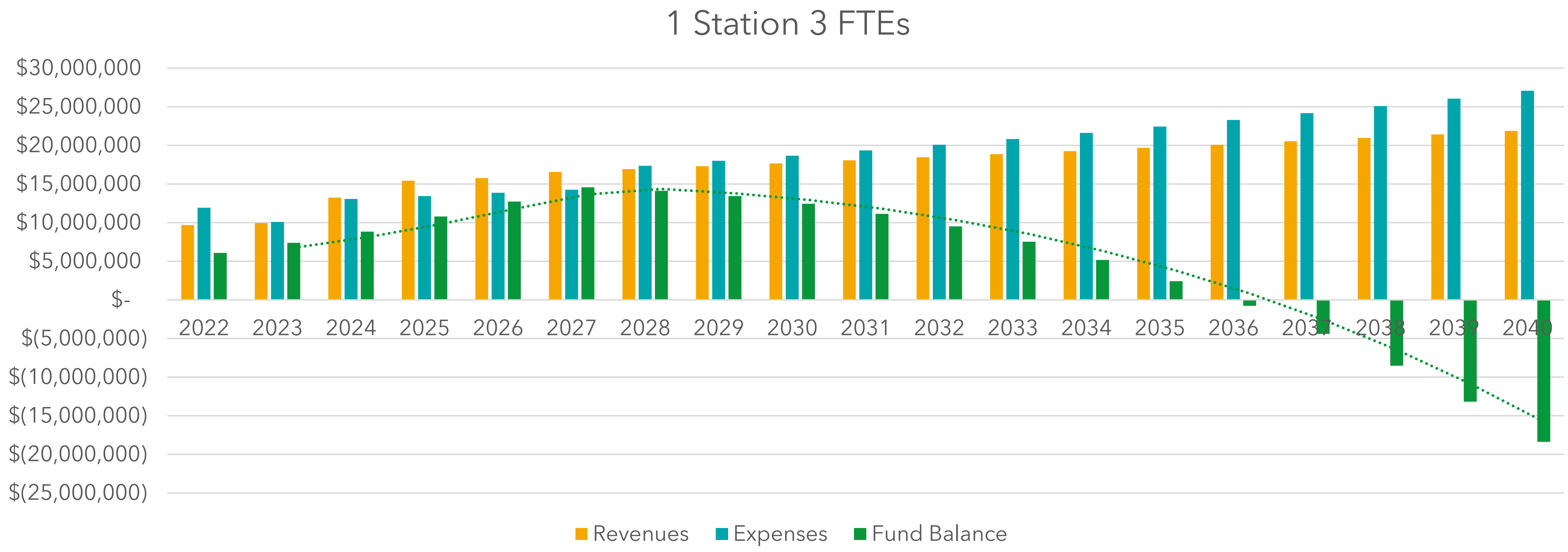
Pragmatic $2,000,000

- Less impact on citizens.
- Assists in the City procuring Fire Services after the expiration of the MVFD contract.
- Necessary to maintain existing levels of public safety service across all departments.
- The current deficit between property tax revenues and public service expenditures, will become a surplus from 2025 – 2027.

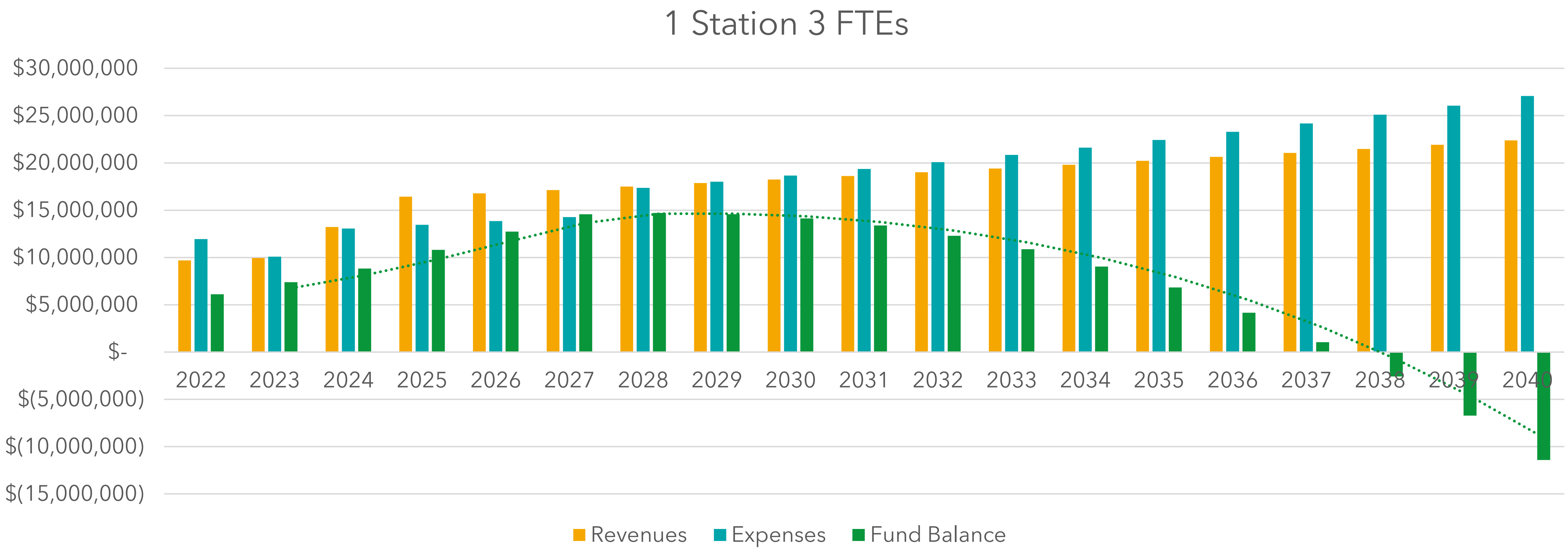
Ideal $3,000,000

- Could permit the City to outfit and operate second fire station faster.
- Greater contract flexibility.
- The City will not need a levy lid lift for a longer period of time.
- The financial projections do not add additional public safety personnel, these funds can assist in securing adequate staffing.
- Extends the 'buy' time for the City to retain a strong financial footing after 2028.

Appendix: Contract Fire (1 Station, 3 FTEs) **$2,000,000** Levy Lid Lift



Appendix: Contract Fire (1 Station, 3 FTEs) **$3,000,000** Levy Lid Lift



Recommended Usage of Levy Lid Lift Funds (Ballot Title)

Fire & Emergency Response (Ballot Title)

Fire & Emergency Response (Ballot Title)

Fire Services need to be funded via the Levy Lid-Lift.

What is less pronounced is that the Police Department, funded by property taxes, is already being subsidized by other revenue sources.

We recommend the ballot include language for emergency services.

Fire & Emergency Response

1. Strategy:
Adding emergency services to the ballot will likely generate more support, equating to more votes.

2. Funding:
Without adequate funding, it is likely the Police Department will likely experience layoffs.

3. Growth:
As Black Diamond grows, so will its need for fire and emergency response services.

4. Sustainability:

If the lift is dedicated entirely to fire service, the City will never have access to those funds for emergency response.

Recommended Type of Fire Service

Contract Fire Services

1. Internal Fire Department

2. Status Quo, MVFD

3. Contract with an Alternative Fire District

4. Annexation into a Fire District

Recommended Fire Department Option

The Administration recommends that the Fire Services continue to be contracted out to a Fire District.

Recommended Plan of Action

The Plan

Step	Action	Year(s)
1.	Secure Levy Lid Lift	2024
2.	Grow Fund Balance	2024 – 2028
3.	Contract with a Fire District on a competitive basis (e.g., RFP)	2027
4.	Apply EMS revenue towards Fire District contract fees	2028 - Onward

The Plan (continued)

Step	Action	Year(s)
5.	Buy time for revenues to proportionately pace expenditures with further conservative spending towards operations and capital projects	Throughout
6.	Methodically and strategically outfit the new station, for when we are ready to operate.	Throughout

Appendix

Appendix Content

- Historical and Pro Forma Property Tax Levy Detail
- Historical Cost of Black Diamond Fire Services
- Qualitative Comparison of Fire Service Options
- Financial Comparison of Fire Service Options and their Variations
- Levy Lid Lift Options
- Dollar Bill Example
- Timeline of Milestones

Historical and Pro Forma Property Tax Levy Detail

Historical Property Tax Levy Detail

Year	City Levy Rate ($ per $1,000 of assessed value)	City Assessed Valuation ($B)	Median Home Value
2013	$2.83	$0.502	$295,900
2014	$2.62	$0.553	n/a
2015	$2.42	$0.596	n/a
2016	$2.24	$0.660	n/a
2017	$2.13	$0.709	n/a
2018	$2.03	$0.758	$353,000
2019	$1.91	$0.868	$386,000
2020	$1.88	$1.009	$401,000
2021	$1.91	$1.105	$512,000
2022	$1.67	$1.481	$512,000
2023	$1.38	$2.049	$661,000
2024	$1.44	$2.072	$744,000

Pro forma Property Tax Levy Detail (assuming $2,000,000 lift passes in 2025)

Year	City Levy Rate ($ per $1,000 of assessed value)	City Assessed Valuation ($B)	Property Tax Levy
2024	$1.435	$2.072	$2,985,500
2025	$2.393	$2.131	$4,999,369
2026	$2.392	$2.195	$5,150,363
2027	$2.390	$2.260	$5,302,867
2028	$2.386	$2.328	$5,456,895
2029	$2.382	$2.398	$5,612,464
2030	$2.376	$2.470	$5,769,589
2031	$2.369	$2.554	$5,928,285
2032	$2.361	$2.620	$6,088,568
2033	$2.352	$2.699	$6,250,453
2034	$2.343	$2.780	$6,413,958
2035	$2.332	$2.864	$6,579,098

Appendix: Historical Costs of Black Diamond Fire Services

Years 2011 – 2025

Note: 2024 and 2025 are pro-forma

Historical Costs of Black Diamond Fire Services 2011 - 2015

	2011	2012	2013	2014	2015
Official Population	4,160	4,170	4,180	4,200	4,305
Assessed Valuation	$532,915,592	$539,094,772	$501,195,551	$552,587,146	$595,242,973
General Fund Expenses					
Fire Contract	$428,585	$442,300	$460,710	$496,010	$504,910
King County Fire Investigation	$2,130	$2,649	$3,620	$1,715	$1,214
Utilities/Taxes	$1,450	$2,649	$3,620	$1,715	$1,214
Equipment Repair	$0	$0	$0	$0	$382
Yearly General Fund Sub-Total	**$432,165**	**$447,598**	**$467,950**	**$499,440**	**$507,720**
Cost per resident	**$103.89**	**$107.34**	**$111.95**	**$118.91**	**$117.94**
Other Fund Expenses					
Equipment Repair and Miscellaneous	$44,741	$12,908	$970	$4,141	$23,411
Support Vehicles	$0	$69,500	$0	$0	$0
Replace Fire Engine	$0	$0	$0	$0	$0
Replace 2nd Fire Engine	$0	$0	$0	$0	$0
Other Funds Sub-Total	**$44,741**	**$82,408**	**$970**	**$4,141**	**$23,411**
EMS Revenue					$55,302
Total Cost	$476,906	$530,006	$468,920	$503,581	$586,433

Historical Costs of Black Diamond Fire Services 2016 - 2020

	2016	2017	2018	2019	2020
Official Population	4,305	4,330	4,360	4,525	5,207
Assessed Valuation	$659,796,088	$709,056,241	$757,566,459	$867,760,447	$1,009,086,438
General Fund Expenses					
Fire Contract	$496,010	$504,910	$528,690	$535,600	$552,236
King County Fire Investigation	$957	$2,816	$4,625	$5,413	$3,824
Utilities/Taxes	$1,915	$3,396	$3,900	$5,651	$11,525
Equipment Repair		$3,238	$4,146	$17,089	$0
Yearly General Fund Sub-Total	**$498,882**	**$514,360**	**$541,361**	**$563,752**	**$567,585**
Cost per resident	**$115.88**	**$118.79**	**$124.17**	**$124.59**	**$109.00**
Other Fund Expenses					
Equipment Repair and Miscellaneous			$30,978		
Support Vehicles	$0			$0	$0
Replace Fire Engine	$0	$0	$85,000	$0	$0
Replace 2nd Fire Engine	$0	$0	$0	$700,000	$0
Fire Analysis					$25,528
Other Funds Sub-Total	**$0**	**$0**	**$115,978**	**$700,000**	**$25,528**
EMS Revenue	$55,994	$57,013	$58,507	$61,927	$68,123
Total Cost	$554,876	$571,373	$715,846	$1,325,679	$661,236

Historical Costs of Black Diamond Fire Services 2021 - 2025

Black Diamond Pro-Forma New District Scenario Two Stations 2021 - 2025					
	2021	2022	2023	2024 (est)	2025 (est)
Official Population	5,320	6,145	6,680	7,219	8,415
Assessed Valuation	$1,105,479,883	$1,481,258,386	$2,041,258,386	$2,072,300,046	$2,131,097,751
General Fund Expenses					
Fire Contract	$583,728	$982,000	$1,075,290	$1,129,055	$1,185,508
King County Fire Investigation	$3,070	$3,547	$3,741	$3,500	$3,500
Utilities/Taxes	$12,084	$3,553	$1,887	$2,000	$2,000
Equipment Repair	$6,511	$129	$18,150	$25,000	$25,000
Transfers to Capital Improvements			$75,000		
Yearly General Fund Sub-Total	**$605,393**	**$989,230**	**$1,174,068**	**$1,159,555**	**$1,216,008**
Cost per resident	$113.80	$160.98	$175.76	$160.63	$144.50
Other Fund Expenses					
Equipment Repair and Miscellaneous					$250,000
Fire Breathing Apparatus	$0		$0	$158,073	$0
Aid Car	$769,973	$324,293			$0
Station 99 Fire Engine	$0	$0	$0	$300,000	$0
Used Fire Engine	$0	$0	$271,750	$0	$0
Fire Analysis	$23,146				
New Equipment for Station 99					$0
Other Funds Sub-Total	**$793,120**	**$324,293**	**$271,750**	**$458,073**	**$250,000**
EMS Revenue	$69,489	$296,252	$408,252	$414,460	$426,220
Total Cost	$1,468,002	$1,609,775	$1,854,070	$2,032,088	$1,892,227

Qualitative Comparison of Fire Service Options

Internal Fire Department

Pros

- Control costs (this is the cheapest option in the long run)
- Control service levels
- Control and create new revenues, including $426,220 in EMS

Cons

- Unrestricted Responsibility
- Unrestricted Liability
- The Administration will need to develop the internal capacity to create and maintain a fire department

Costs (2028, 1 Station, 3 FTEs)

- $3,000,000 operational costs for 1 station (including insurance)
- $222.46 annual cost per resident
- If 2 stations were operating, there would be some shared costs due to economies of scale

Status Quo, MVFD

Pros

- Familiarity
- Long working history
- Limited responsibility and liability
- High quality service

Cons

- EMS revenues, $426,200, are not applied towards contract fees
- Responsible for capital and some operational expenditures
- Limited control of costs

Costs (2028, 1 Station, 3FTEs)

- $4,915,902 in operating costs (based off MVFD presentation)
- $397.47 annual cost per resident
- EMS Revenues $426,200

Contract with Alternative Fire District

Pros

- EMS revenues can be applied towards contract fees
- City determines service levels

Cons

- MIH revenues go directly to the District
- High financial cost to cancel contract
- Quality level of service is undetermined

Costs (2028, 1 Station, 3 FTEs)

- $3,500,000 contract fee
- $267.93 annual cost per resident
- Pay into pool for capital expenditures based off of cost sharing formula (this could be a pro or con depending on our needs)

Appendix: Financial Comparison of Fire Service Options and their Variations

Fire Service Options and Variations

Internal Fire Department

- Assumptions
- 1 Station, 2 FTEs
- 1 Station, 3 FTEs
- 2 Stations, 2 FTEs
- 2 Stations, 3 FTEs

Status Quo, MVFD

- Assumptions
- 1 Station, 2 FTEs
- 1 Station, 3 FTEs
- 2 Stations, 2 FTEs
- 2 Stations, 3 FTEs

Contracted Fire Service

- Assumptions
- 1 Station, 2 FTEs
- 1 Station, 3 FTEs
- 2 Stations, 2 FTEs
- 2 Stations, 3 FTEs

Appendix: Internal Fire Department

Assumptions

- Emergency Medical Service (EMS) Levy is calculated as a function of assessed value, these revenues have been placed into the forecasting model as of 2028. These revenues average to be $577,485.87 between the years 2028 and 2040.

- The operating cost difference between 2 and 3 FTEs of $1,103,011 were first used in the MVFD budget presented to City Council. The FCS models presented to Council also utilized this estimate. For uniformity, this estimate was also used in the models throughout this presentation to depict the change between 2 and 3 FTEs.

- In 2027, start-up costs were included worth $500,000. This is a quick and dirty, albeit reasonable, estimate.

- The base cost for one station is $3,000,000 and is reduced to $2,700,000 per station once two are utilized due to cost savings and economies of scale efficiencies. The operational costs are comparable to Dupont, $2,911,803, the most expensive fire department in the city comparisons presented by FCS in the January 23rd FCS Memo.

- The purchase of major capital equipment wasn't included in forecasts after 2030.

- Revenues increase yearly at 1% and expenditures increase yearly at 6%, as depicted in prior presentations from FCS.

Appendix: Internal Fire Department (1 Station, 2FTEs)

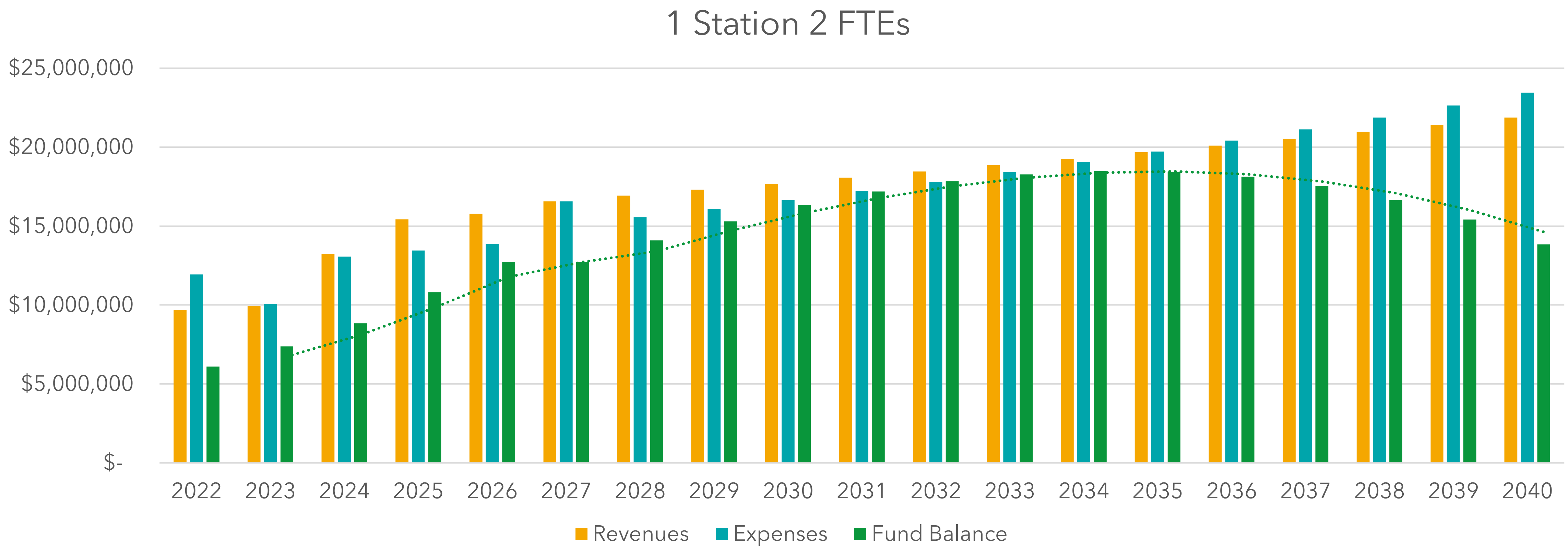
$2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Internal Fire Department with 1 Station and 2 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.074**	**$ 14.977**	**$ 15.707**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	2.211	2.342	2.480
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.848	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.773**	**$ 15.565**	**$ 16.096**	**$ 16.647**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.074**	**$ 14.977**	**$ 15.707**	**$ 16.250**
check	-	-	-	-	***0***	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,958	$ 1,944	$ 1,914	$ 1,979
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.955***	***$ 3.113***	***$ 3.219***	***$ 3.329***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.119***	***$ 11.864***	***$ 12.488***	***$ 12.921***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Internal Fire Department (1 Station, 2FTEs)

$2,000,000 Levy Lid Lift



Appendix: Internal Fire Departments (1 Station, 3FTEs)

$2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Internal Fire Department with 1 Station and 3 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.074**	**$ 13.736**	**$ 13.150**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
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Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	3.453	3.658	3.875
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.848	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.773**	**$ 16.807**	**$ 17.412**	**$ 18.042**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.074**	**$ 13.736**	**$ 13.150**	**$ 12.298**
check	-	-	-	-	*0*	-	-	-	-
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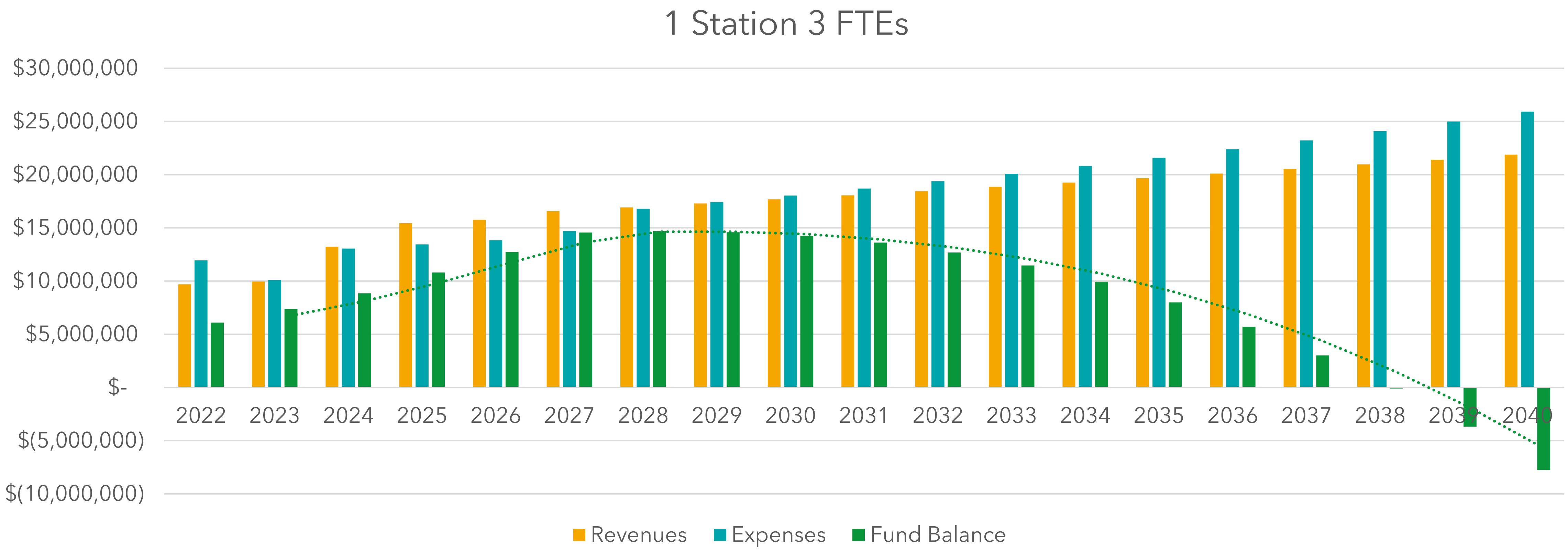
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.955***	***$ 3.361***	***$ 3.482***	***$ 3.608***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.119***	***$ 10.374***	***$ 9.667***	***$ 8.689***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Internal Fire Department (1 Station, 3FTEs)

$2,000,000 Levy Lid Lift



Appendix: Internal Fire Departments (2 Stations, 2FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Internal Fire Department with 2 Stations and 2 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.074**	**$ 13.517**	**$ 12.700**
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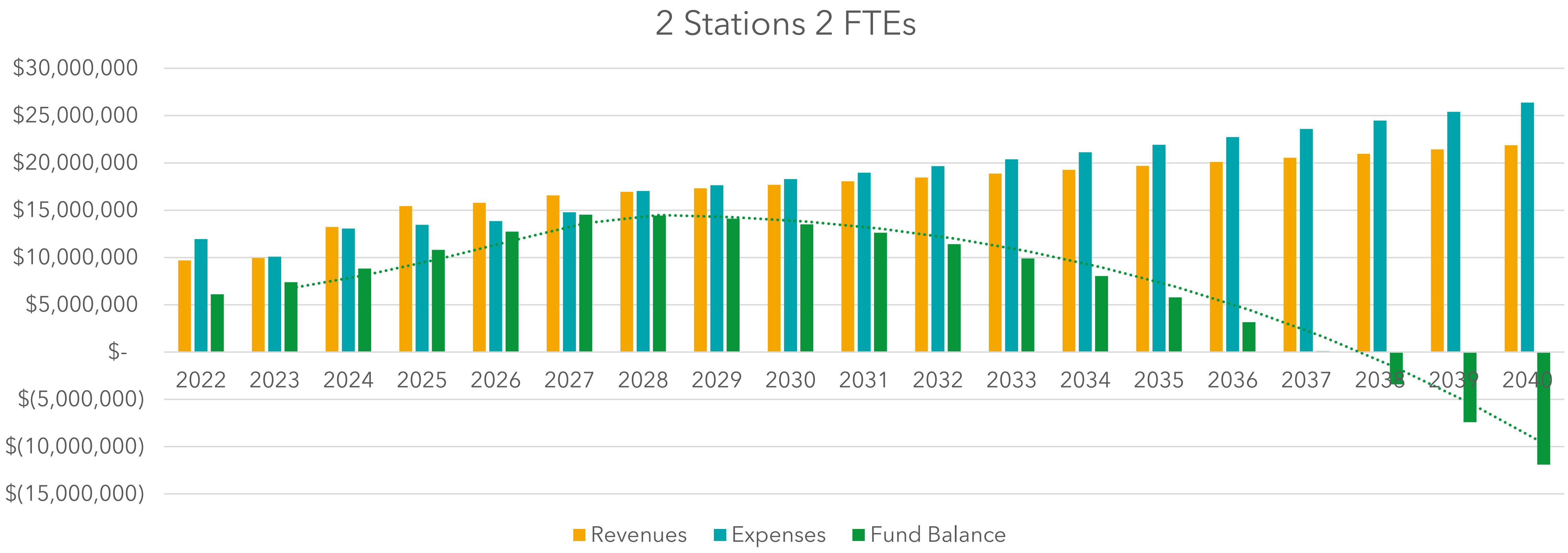
Fire	1.024	1.103	1.197	1.233	1.270	1.308	3.671	3.889	4.120
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.848	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.773**	**$ 17.025**	**$ 17.644**	**$ 18.287**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.074**	**$ 13.517**	**$ 12.700**	**$ 11.603**
check	-	-	-	-	***0***	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,958	$ 2,127	$ 2,097	$ 2,174
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.955***	***$ 3.405***	***$ 3.529***	***$ 3.657***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.119***	***$ 10.112***	***$ 9.171***	***$ 7.945***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Internal Fire Department (2 Stations, 2FTEs)

$2,000,000 Levy Lid Lift



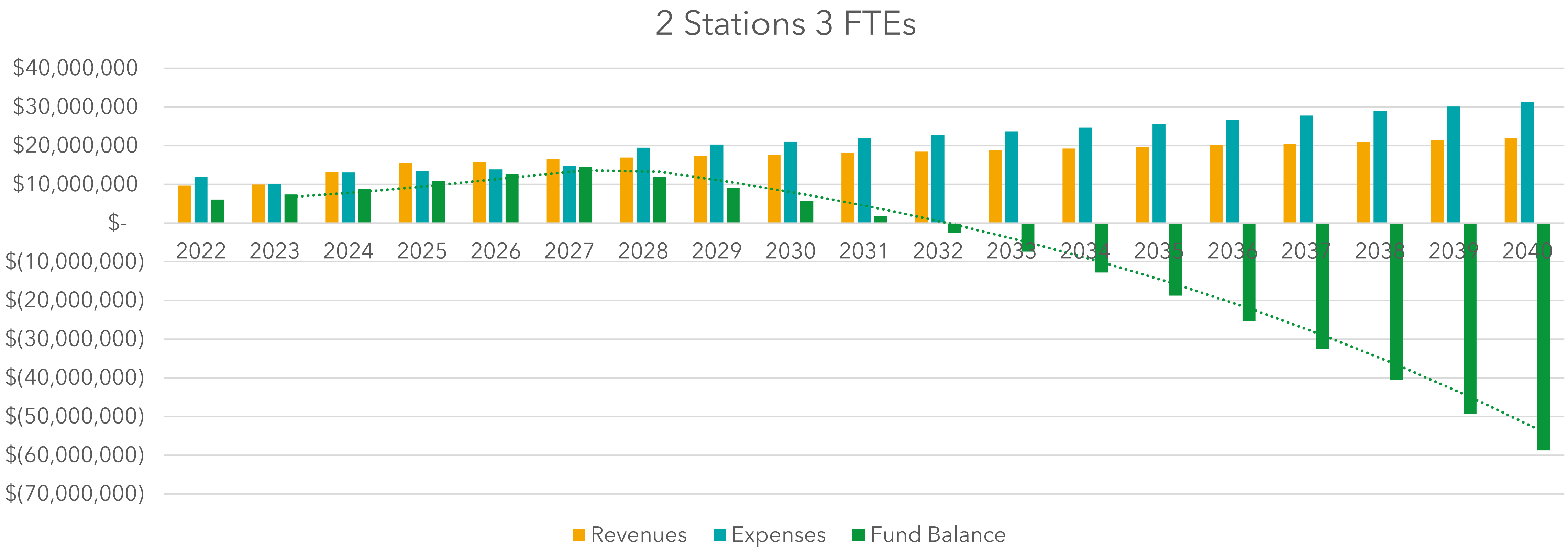
Appendix: Internal Fire Departments (2 Stations, 3FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Internal Fire Department with 2 Stations and 3 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	$ 8.347	$ 7.506	$ 8.663	$ 8.836	$ 10.815	$ 12.730	$ 14.074	$ 11.034	$ 7.585
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	$ 9.693	$ 9.955	$ 13.234	$ 15.432	$ 15.772	$ 16.117	$ 16.469	$ 16.826	$ 17.190
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	6.154	6.521	6.910
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.848	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	$ 11.945	$ 10.080	$ 13.062	$ 13.454	$ 13.857	$ 14.773	$ 19.508	$ 20.276	$ 21.077
Ending Cash	$ 6.095	$ 7.381	$ 8.836	$ 10.815	$ 12.730	$ 14.074	$ 11.034	$ 7.585	$ 3.698
check	-	-	-	-	0	-	-	-	-
Population Projection	6,145	6,245	6,345	6,579	7,052	7,546	8,006	8,412	8,412
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,958	$ 2,437	$ 2,410	$ 2,506
General Fund Reserves									
20% Expenditure Target	$ 2.389	$ 2.016	$ 2.612	$ 2.691	$ 2.771	$ 2.955	$ 3.902	$ 4.055	$ 4.215
Surplus or Cut To Expenditures	$ 3.706	$ 5.365	$ 6.224	$ 8.124	$ 9.958	$ 11.119	$ 7.133	$ 3.530	$ (0.517)
Cuts as a percentage of OpEx					13%	37%	64%	95%	125%

Appendix: Internal Fire Department (2 Stations, 3FTEs)

$2,000,000 Levy Lid Lift



Appendix: Status Quo

Assumptions

- Emergency Medical Service (EMS) Levy is not included as a revenue source.

- The operating cost difference between 2 and 3 FTEs of $1,103,011 were first used in the MVFD budget presented to City Council. The FCS models presented to Council also utilized this estimate. For uniformity, this estimate was also used in the models throughout this presentation to depict the change between 2 and 3 FTEs.

- The purchase of major capital equipment wasn't included in forecasts after 2030.

- The base contract amount of $4,300,000 is based upon the 2024 MVFD budget and is utilized in the FCS models to begin in 2028 after the current contract expires.

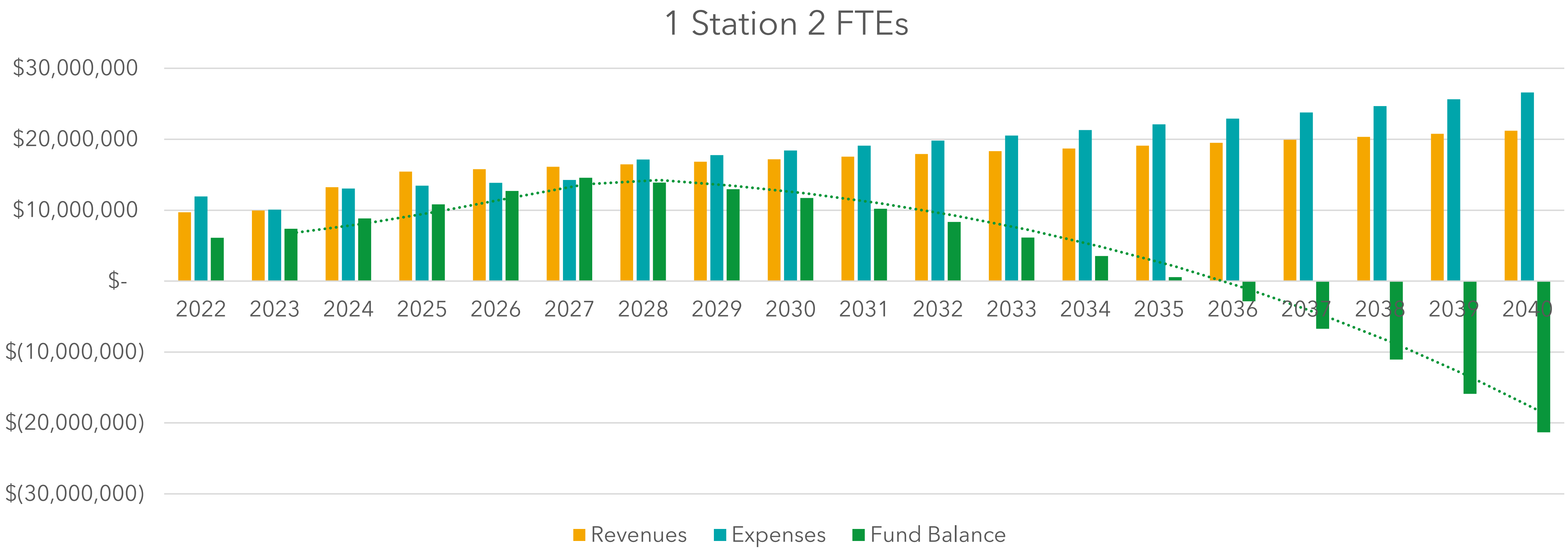
- Revenues increase yearly at 1% and expenditures increase yearly at 6%, as depicted in prior presentations from FCS.

Appendix: Status Quo (1 Station, 2FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: MVFD - Continuation under current Contract 1 Station and 2 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 14.044**	**$ 13.255**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	3.644	3.860	4.090
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 16.998**	**$ 17.615**	**$ 18.257**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 14.044**	**$ 13.255**	**$ 12.189**
check	-	-	-	-	*0*	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,123	$ 2,094	$ 2,170
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 3.400***	***$ 3.523***	***$ 3.651***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 10.645***	***$ 9.732***	***$ 8.537***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Status Quo (1 Station, 2FTEs) $2,000,000 Levy Lid Lift

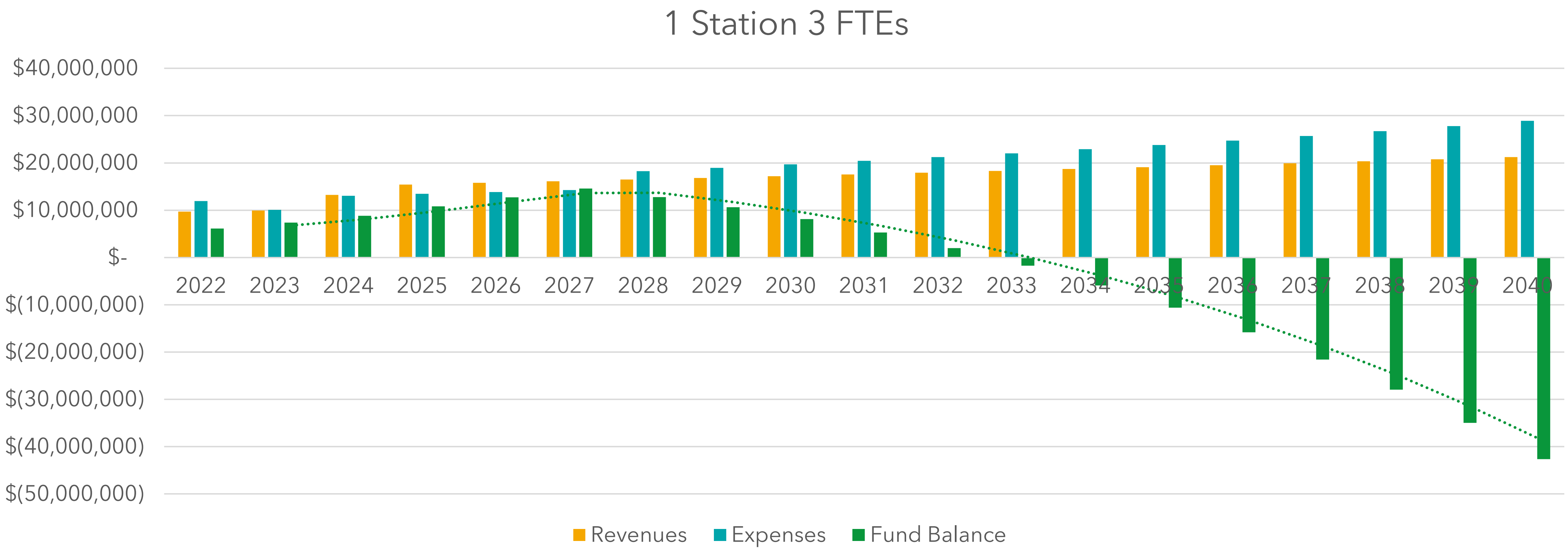


Appendix: Status Quo (1 Station, 3FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Status Quo - Continuation under current Contract with 1 Station and 3 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 12.772**	**$ 10.635**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	4.916	5.209	5.519
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 18.270**	**$ 18.963**	**$ 19.686**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 12.772**	**$ 10.635**	**$ 8.140**
check	-	-	-	-	*0*	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,282	$ 2,254	$ 2,340
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 3.654***	***$ 3.793***	***$ 3.937***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 9.118***	***$ 6.843***	***$ 4.202***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Status Quo (1 Station, 3FTEs) $2,000,000 Levy Lid Lift

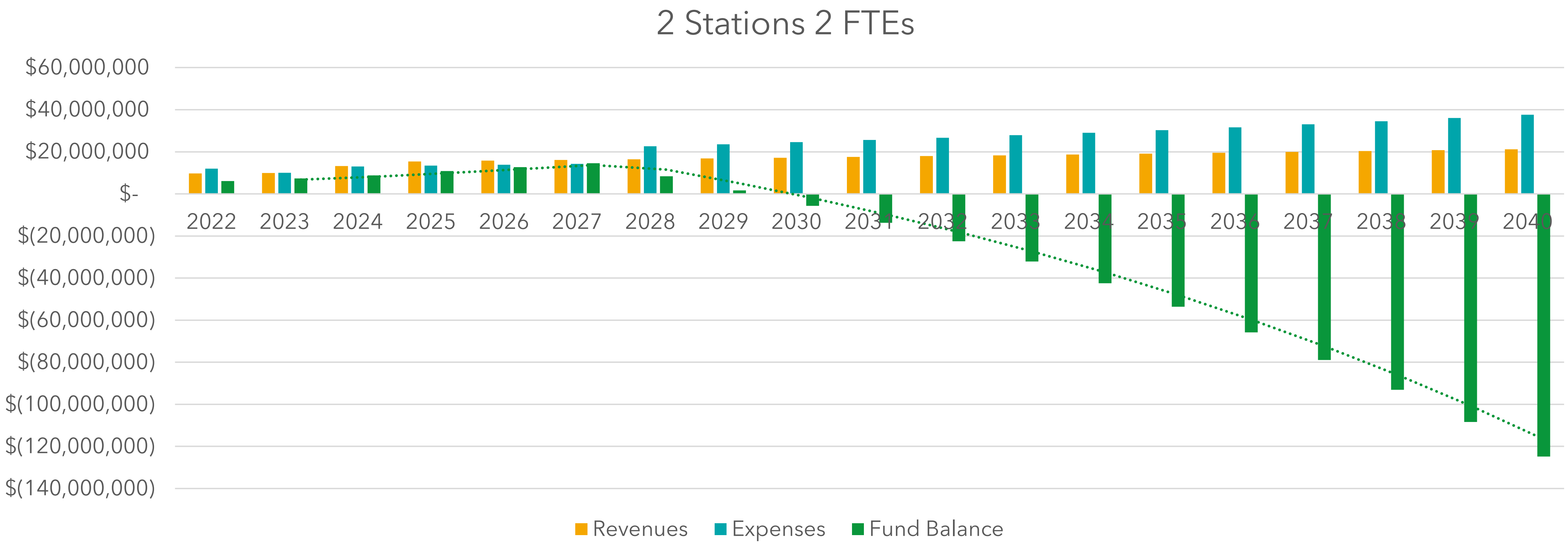


Appendix: Status Quo (2 Stations, 2FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
***Scenario: MVFD - Continuation under current Contract* 2 Stations and 2 FTEs**

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 8.423**	**$ 1.675**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	9.266	9.819	10.406
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 22.620**	**$ 23.574**	**$ 24.574**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 8.423**	**$ 1.675**	**$ (5.709)**
check	-	-	-	-	*0*	-	-	-	-
Population Projection	*6,145*	*6,245*	*6,345*	*6,579*	*7,052*	*7,546*	*8,006*	*8,412*	*8,412*
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,825	$ 2,802	$ 2,921
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 4.524***	***$ 4.715***	***$ 4.915***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 3.899***	***$ (3.040)***	***$ (10.623)***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Status Quo (2 Stations, 2FTEs) $2,000,000 Levy Lid Lift

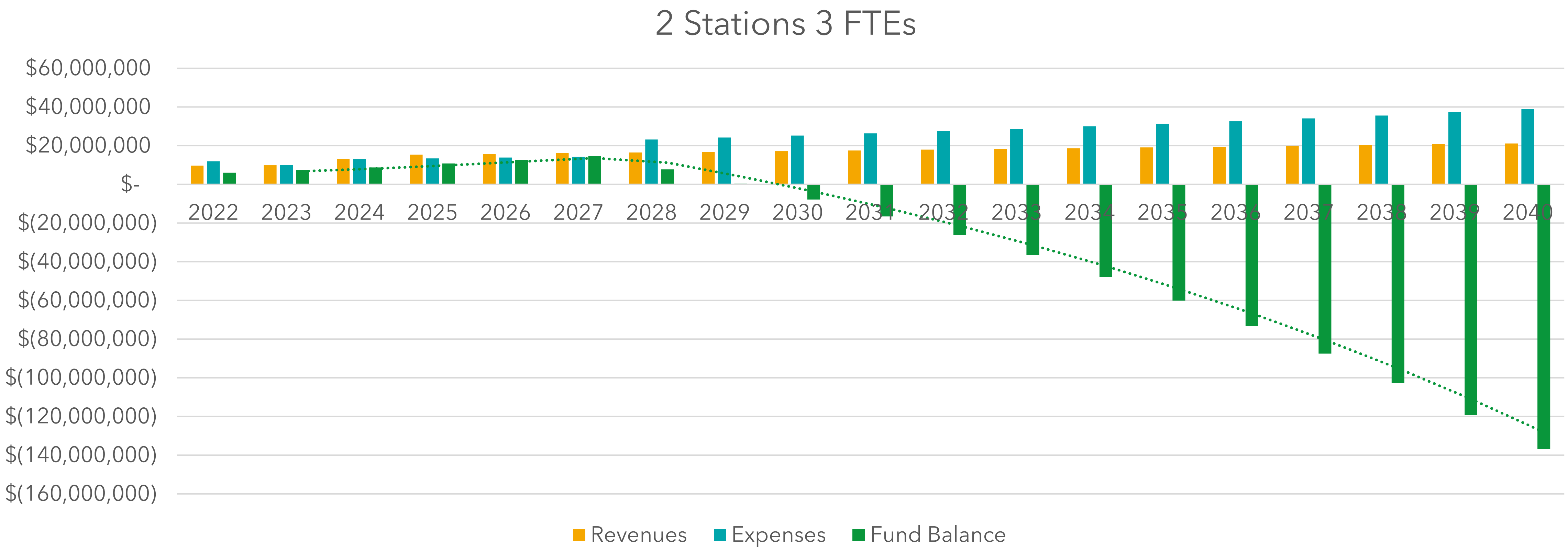


Appendix: Status Quo (2 Stations, 3FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
***Scenario: MVFD - Continuation under current Contract,* 2 Stations and 3 FTEs**

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 7.778**	**$ 0.346**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	9.911	10.503	11.131
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 23.265**	**$ 24.258**	**$ 25.298**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 7.778**	**$ 0.346**	**$ (7.762)**
check	-	-	-	-	***0***	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,906	$ 2,884	$ 3,007
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 4.653***	***$ 4.852***	***$ 5.060***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 3.125***	***$ (4.505)***	***$ (12.822)***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Status Quo (2 Stations, 3FTEs) $2,000,000 Levy Lid Lift



Appendix: Contract Fire

Assumptions

- Emergency Medical Service (EMS) Levy is calculated as a function of assessed value, these revenues have been placed into the forecasting model as of 2028. These revenues average to be $577,485.87 between the years 2028 and 2040.

- The operating cost difference between 2 and 3 FTEs of $1,103,011 were first used in the MVFD budget presented to City Council. The FCS models presented to Council also utilized this estimate. For uniformity, this estimate was also used in the models throughout this presentation to depict the change between 2 and 3 FTEs.

- Base contract cost for one station is $3,500,000 and two stations being $7,000,000 per conversation with a Fire District Chief (this takes into consideration cost-saving efficiencies and payments into the capital expenditure pool have a net-zero effect).

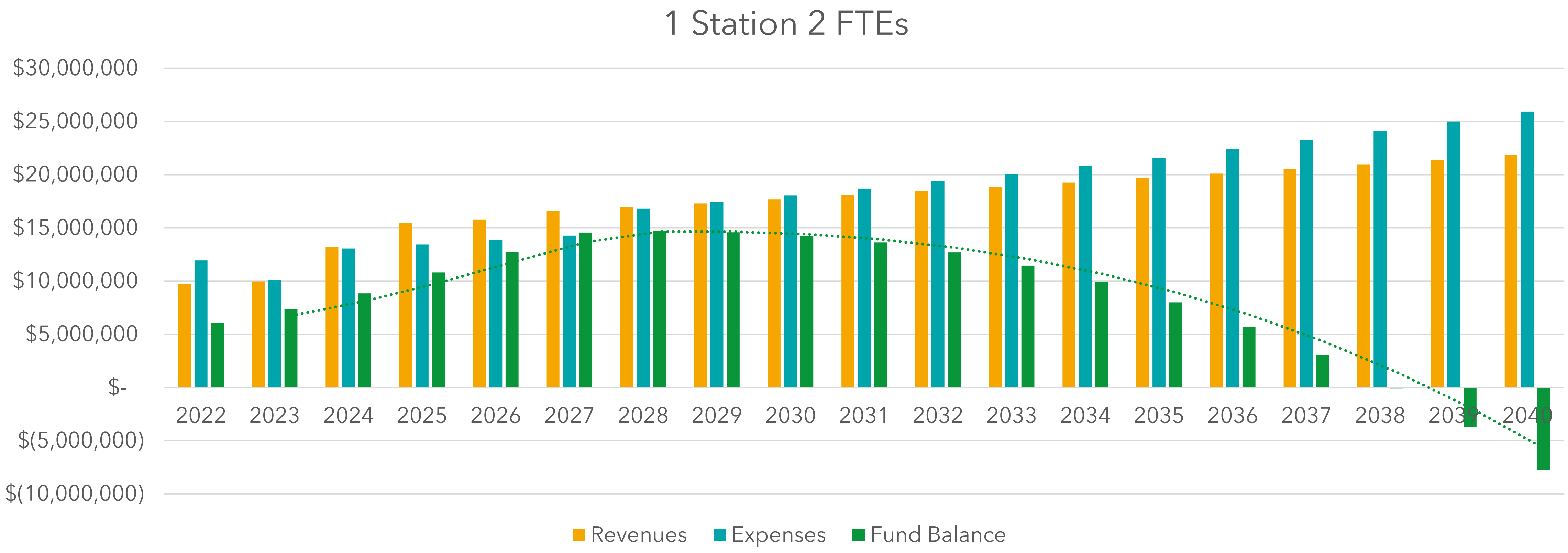
- Revenues increase yearly at 1% and expenditures increase yearly at 6%, as depicted in prior presentations from FCS.

Appendix: Contract Fire (1 Station, 2FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Contract Fire, 1 Station and 2 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 14.236**	**$ 13.650**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	3.453	3.658	3.875
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 16.807**	**$ 17.412**	**$ 18.042**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 14.236**	**$ 13.650**	**$ 12.798**
check	-	-	-	-	***0***	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,099	$ 2,070	$ 2,145
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 3.361***	***$ 3.482***	***$ 3.608***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 10.874***	***$ 10.167***	***$ 9.189***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Contract Fire (1 Station, 2FTEs) $2,000,000 Levy Lid Lift

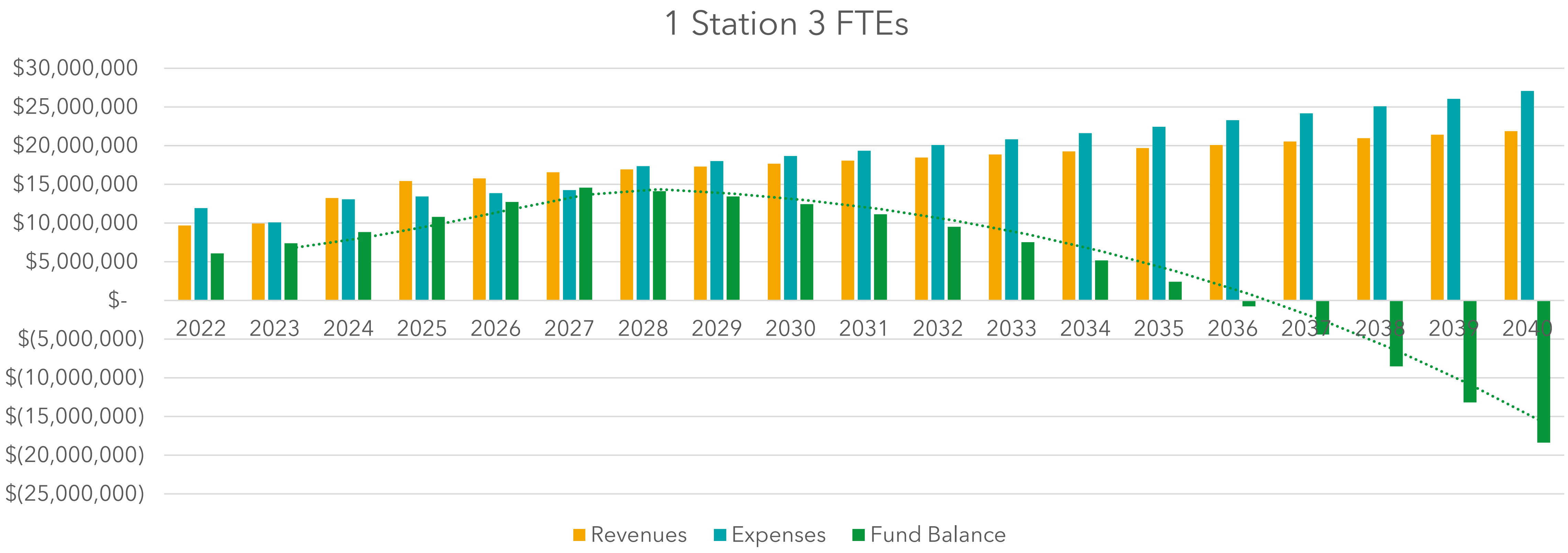


Appendix: Contract Fire (1 Station, 3FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Contract Fire, 1 Station and 3 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 13.673**	**$ 12.490**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	4.015	4.254	4.507
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 17.370**	**$ 18.009**	**$ 18.674**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 13.673**	**$ 12.490**	**$ 11.006**
check	-	-	-	-	***0***	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,170	$ 2,141	$ 2,220
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 3.474***	***$ 3.602***	***$ 3.735***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 10.199***	***$ 8.889***	***$ 7.271***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Contract Fire (1 Station, 3 FTEs) $2,000,000 Levy Lid Lift

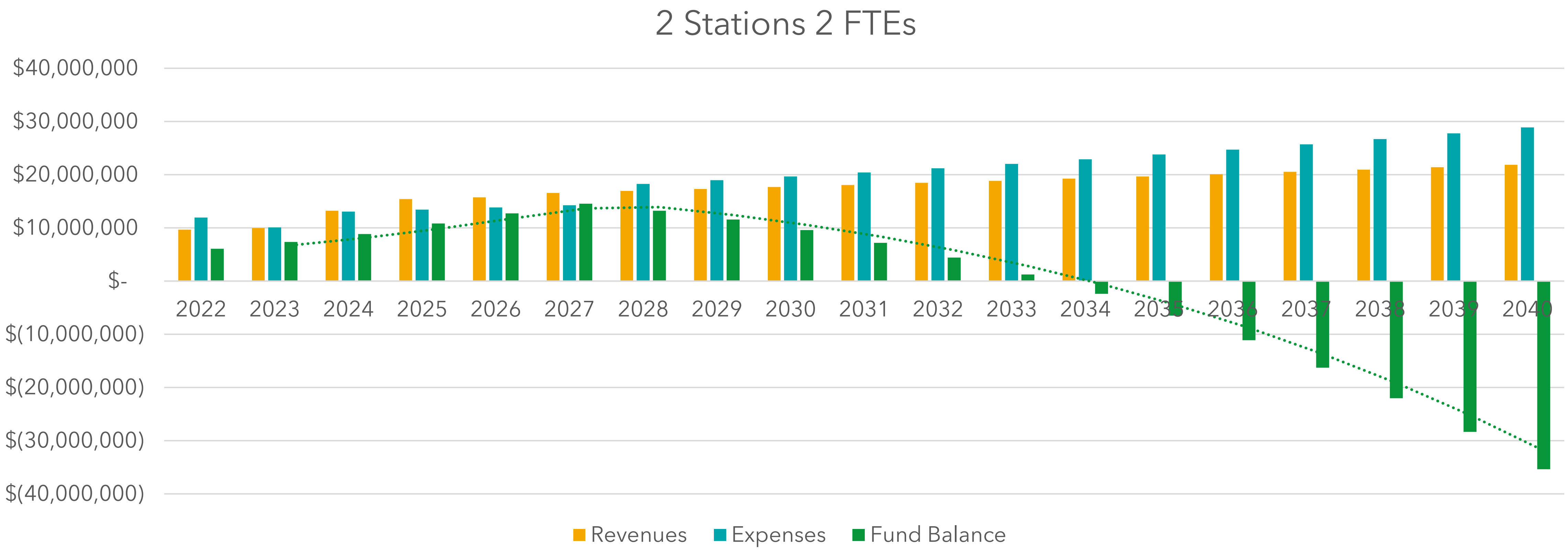


Appendix: Contract Fire (2 Stations, 2FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Contract Fire, 2 Stations and 2 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 12.216**	**$ 9.490**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	5.472	5.798	6.143
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 18.826**	**$ 19.553**	**$ 20.311**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 12.216**	**$ 9.490**	**$ 6.370**
check	-	-	-	-	***0***	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,351	$ 2,324	$ 2,415
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 3.765***	***$ 3.911***	***$ 4.062***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 8.451***	***$ 5.580***	***$ 2.307***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

Appendix: Contract Fire (2 Stations, 2 FTEs) $2,000,000 Levy Lid Lift

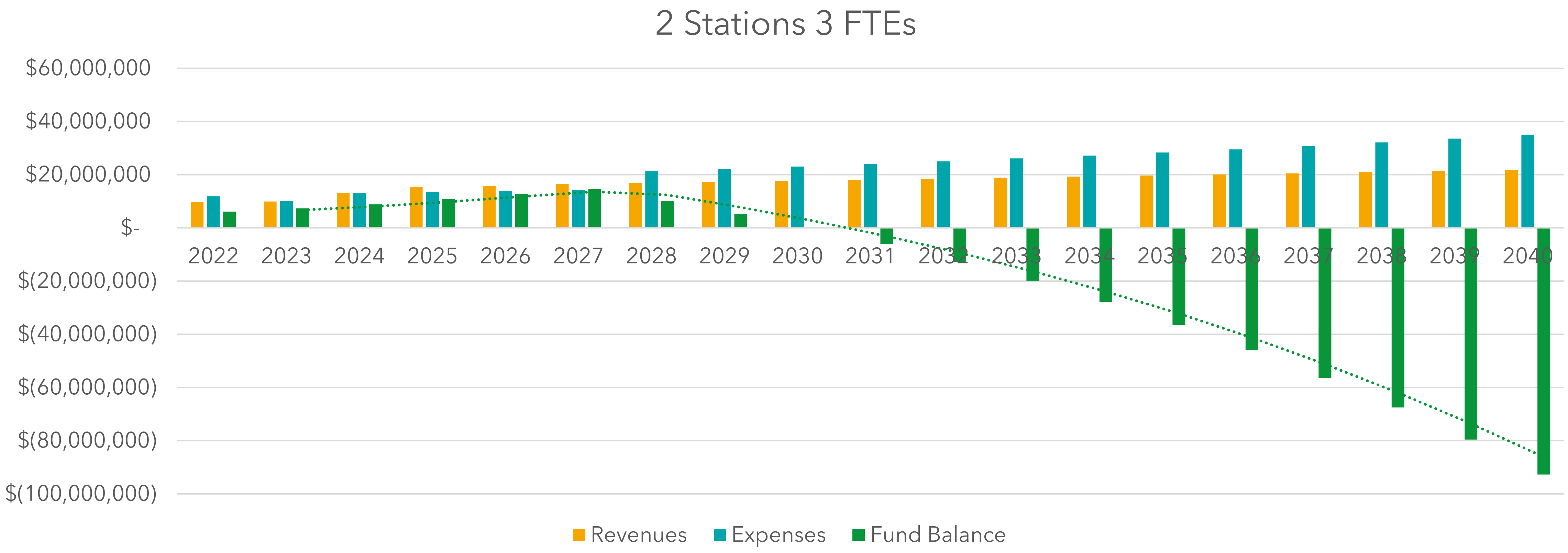


Appendix: Contract Fire (2 Stations, 3FTEs) $2,000,000 Levy Lid Lift

City of Black Diamond
GF Financial Forecast
Scenario: Contract Fire, 2 Stations and 3 FTEs

	Actual 2022	Forecast 2023	Forecast 2024	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
Beginning Cash	**$ 8.347**	**$ 7.506**	**$ 8.663**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 9.734**	**$ 4.375**
Revenues									
Property Txs	$ 2.375	$ 2.675	$ 2.986	$ 2.999	$ 3.130	$ 3.263	$ 3.396	$ 3.531	$ 3.668
Sales Txs	1.511	1.270	1.400	1.414	1.428	1.442	1.457	1.471	1.486
Permits	1.699	1.270	1.453	1.467	1.482	1.497	1.512	1.527	1.542
All Other	4.108	4.740	7.396	9.551	9.731	9.915	10.104	10.297	10.494
Total	**$ 9.693**	**$ 9.955**	**$ 13.234**	**$ 15.432**	**$ 15.772**	**$ 16.117**	**$ 16.469**	**$ 16.826**	**$ 17.190**
Expenditures									
Police	2.960	2.961	3.988	4.108	4.231	4.358	4.488	4.623	4.762
Fire	1.024	1.103	1.197	1.233	1.270	1.308	7.955	8.430	8.933
Comm Development	1.200	1.237	1.152	1.187	1.223	1.259	1.297	1.336	1.376
All Other	6.761	4.778	6.725	6.926	7.134	7.348	7.569	7.796	8.029
New Staffing - Public Safety	-	-	-	-	-	-	-	-	-
Total	**$ 11.945**	**$ 10.080**	**$ 13.062**	**$ 13.454**	**$ 13.857**	**$ 14.273**	**$ 21.309**	**$ 22.184**	**$ 23.101**
Ending Cash	**$ 6.095**	**$ 7.381**	**$ 8.836**	**$ 10.815**	**$ 12.730**	**$ 14.574**	**$ 9.734**	**$ 4.375**	**$ (1.535)**
check	-	-	-	-	0	-	-	-	-
Population Projection	***6,145***	***6,245***	***6,345***	***6,579***	***7,052***	***7,546***	***8,006***	***8,412***	***8,412***
Exps per capita	$ 1,944	$ 1,614	$ 2,059	$ 2,045	$ 1,965	$ 1,891	$ 2,662	$ 2,637	$ 2,746
General Fund Reserves									
20% Expenditure Target	***$ 2.389***	***$ 2.016***	***$ 2.612***	***$ 2.691***	***$ 2.771***	***$ 2.855***	***$ 4.262***	***$ 4.437***	***$ 4.620***
Surplus or Cut To Expenditures	***$ 3.706***	***$ 5.365***	***$ 6.224***	***$ 8.124***	***$ 9.958***	***$ 11.719***	***$ 5.472***	***$ (0.062)***	***$ (6.155)***
Cuts as a percentage of OpEx					***13%***	***37%***	***64%***	***95%***	***125%***

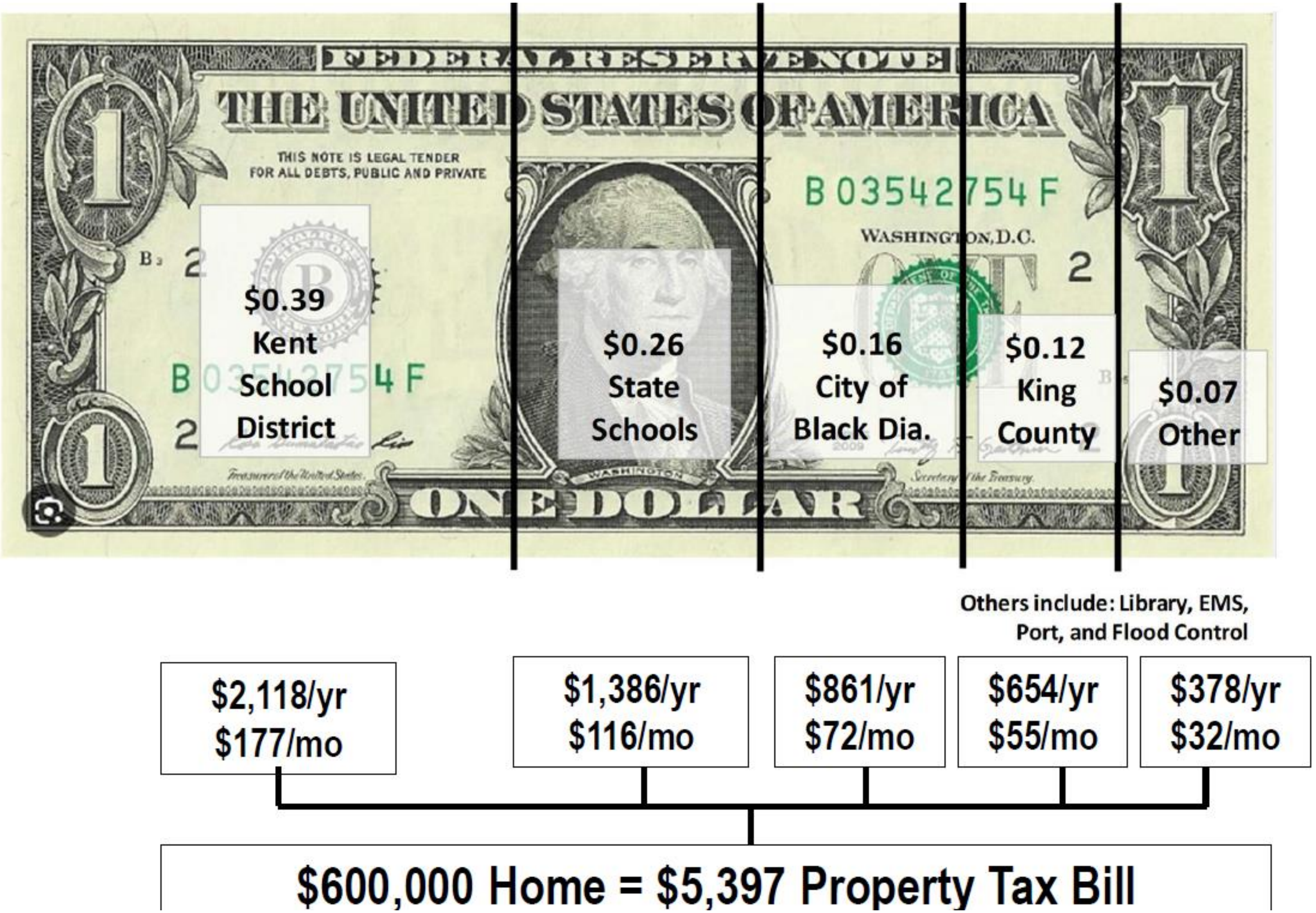
Appendix: Contract Fire (2 Stations, 3FTEs) $2,000,000 Levy Lid Lift



Appendix: Levy Lid Lift Options

Amount to Raise	Required Increase to Levy Rate	2024 Levy Rate	Revised Levy Rate	$600K Home Bill Impact (City Share)
Current		$1.44		$861.00
$1.0M	$0.50		$1.94	$300.00
$1.5M	$0.75		$2.19	$450.00
$2.0M	$1.00		$2.44	$600.00
$2.5M	$1.20		$2.64	$720.00
$3.0M	$1.45		$2.89	$870.00
$3.5M	$1.70		$3.14	$1,020.00

Appendix: Dollar Bill Example



Appendix: Timeline of Milestones

	Date Due	Milestone	City Finance	City Leadership	City Council	City Attorney	MVFD	FCSG	PR
1	Mon, Nov 27	FCS Updates baseline financial analysis for latest AV information from King Co and 2024 city budget.	●					●	
2	Fri, Dec 29	No later than end of 2023, FCS will meet with MVFD staff to discuss district wide staffing needs, timing of new fire stations in Black Diamond, and Black Diamond's cost share for MVFD					●	●	
3	Fri, Dec 29	No later than end of 2023, FCS meets with City Finance Dept staff to discuss citywide growth assumptions and future staffing needs and costs thereof. This information will help inform future costs and the demands upon City financial resources. Scheduled review meetings with Finance staff include Nov27, Dec14, and Dec28.	●					●	
4	Fri, Dec 29	No later than end of 2023, FCS meets with City Attorney to discuss, strategize, and begin preparing language for a property tax levy lid lift ballot measure and identify the necessary steps to notify King County in time for inclusion in the Nov5 2024 General Election				●		●	
5	Fri, Jan 12	No later than Jan12, City meets with public relations consultant to discuss community outreach and messaging around the need for a levy lid lift	●	●		●			●
6	Fri, Jan 12	No later than Jan12, FCS updates baseline financial analysis for additional information derived under #2 and #3 above and meets with City Finance to review. This will include forecasted costs (needs), forecasted current law revenues (baseline revenues), and the gap (difference between needs and baseline revenues). FCS to present options for closing the gap, including a levy lid lift.	●					●	

Appendix: Timeline of Milestones

We are here

	Date Due	Milestone	City Finance	City Leadership	City Council	City Attorney	MVFD	FCSG	PR
5	Fri, Jan 26	No later than Jan26, FCS meets with City leadership to review and share financial forecast as reviewed and refined under #4. Direction from City leadership on the preferred funding strategy is expected.	●	●				●	
6	Thu, Feb 15	No later than Feb 15, FCS and City leadership to facilitate and discussion with the City Council on the long-term city financial strategy.	●	●	●	●		●	
7	Thu, Mar 21	No later than Mar 21, FCS and City leadership to facilitate a decision by the City Council in support of the city's long-term financial strategy, including the need for a levy lid-lift.	●	●	●	●		●	
8	Fri, Mar 29	Starting end of March, City rolls out community communications on a levy lid lift	●	●	●	●			●
9	Thu, Apr 4 and 18	Public Hearings by City Council on a proposed resolution to bring to voters a levy lid lift at the November 5 2024 General Election	●	●	●	●		●	
10	Thu, May 2	Final public hearing by City Council. City leadership submits levy lid lift resolution to the City Council for review, discussion and adoption	●	●	●	●		●	
11	Thu, May 16	City leadership submits levy lid lift resolution to the City Council for review, discussion and adoption	●	●	●	●		●	●
12	Fri, June 28	City leadership complete elections planning and finalize levy lid lift financial plan	●	●	●	●		●	●
13	Wed, July 31	Adopted Council Resolution and Ballot Measure filed with the WA State Secretary of State Elections Office (filing deadline is Aug 6)	●	●		●		●	
14	Tue, Nov 5	General Election							

Questions